



Day 1 – EXECUTIVE SKILLS

- 7:00 a.m.** *Breakfast & Registration*
- 7:30 a.m.** *Welcome – SMACNA President Todd Hill*
- 8:00 a.m.** *Overview & Introductions*
- 8:30 a.m.** *Creating a Championship Culture – Frank Favaro*
- 12:30 p.m.** *Lunch*
- 1:30 p.m.** *Effective Communication – Kevin Dougherty*
- 3:30 p.m.** *Time Management – Kevin Dougherty*
- 5:30 p.m.** *Wrap-Up & Homework Assignment*

HOMEWORK

Ethics, Safety, WorkLife Balance

Day 2 – HOW CONTRACTORS KEEP SCORE

- 7:00 a.m.** *Breakfast & Case Study Discussion*
- 8:00 a.m.** *Financial Management - Matt Waller*
- 11:30 a.m.** *Surety Issues – Chad Rice*
- 12:00 p.m.** *Lunch*
- 1:00 p.m.** *Productivity - Rick Reese*
- 5:00 p.m.** *Wrap-Up & Homework Assignment*

HOMEWORK

KPIs

Day 3 – BUSINESS STRATEGY

- 7:00 a.m.** *Breakfast & Case Study Discussion*
- 8:00 a.m.** *NME: Decision-Making Framework - Mounir El Asmar*
- 11:30 a.m.** *Lunch*
- 12:30 p.m.** *Business Negotiations - Stephane Mc Shane*
- 4:30 p.m.** *Wrap-Up & Homework Assignment*

HOMEWORK

New Market Entry Scenario

Day 4 – TECHNOLOGY

- 7:00 a.m.** *Breakfast & Case Study Discussion*
- 8:00 a.m.** *Technology/Tech Stack Strategies – Jonathan Marsh*
- 9:30 a.m.** *Chief Technology Officer Role – Jonathan Marsh*
- 10:30 a.m.** *AI Policy – Hugh Seaton*
- 11:30 a.m.** *Action Plan – Erykka Thompson*